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Commanding General
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1. I want to share with you the essence of my remarks and thoughts today as I assume command of TRADOC.

2. TRADOC is a proud and vibrant organization admired for its imaginative, innovative solutions to tough problems. I stand on the broad shoulders of my predecessors and those who have served and who are serving in TRADOC. I am grateful for the strong foundation you have all established—a foundation that will continue to adapt and shape the Army. There is no question—now and in the future—in our classrooms and on our ranges, in the minds of young leaders and in the determination taught of our Soldiers—Victory starts here!

3. Serving stateside, it is easy to imagine that we are safe, that we are at peace, but nothing could be further from the truth. We are, in fact, in a brutal, protracted conflict, a long war, that has already outlasted the duration of World War II. The world is changing around us and we are asking some hard questions: “What should we preserve? What should we change?” Continuity and change have long been the strength of this command.

4. There is no question that we should preserve our focus on Soldiers, the centerpiece of our formations. We hear much about the asymmetries of our adversaries, and it is true that they present asymmetric threats that are sometimes daunting. But, those threats pale in comparison to our own asymmetric advantage, our Soldiers and leaders. I have seen our asymmetric advantage at work in war and it is awesome. At once both ferocious and compassionate, the American Soldier is our premiere military accomplishment. This command makes that happen and we will preserve it. We will continue to find patriots ready to answer the “Call to Duty” from the most free and forgiving society on earth. We will transform them into Warriors who dominate in the most dangerous and unforgiving conditions imaginable. We will continue to grow leaders who are innovative and adaptive—leaders who deserve the Soldiers they are blessed to lead. We will continue to surround the centerpiece of our formations, our Soldiers and leaders, with the best doctrine, organizations, training, and materiel that we can find. Yet, we will listen to our deployed formations when they tell us what they need from us, for it is those formations that we serve.

5. Although it is clear we have much to preserve, we also have much to change. I cannot tell you what must change. We will figure that out together. We have many questions before us:

- a. Have we completely adapted our processes to support Army Force Generation?
- b. Do we completely understand how the Army learns in this dynamic and frequently uncertain operational environment?

c. How can we seize the opportunities given us by Base Realignment and Closure and Army Force Generation to truly integrate across TRADOC and with other components of the Army?

d. How can TRADOC better represent the Soldier and lead the Army in development of a flexible requirements process that recognizes opportunity and takes the initiative to accelerate solutions for our Soldiers?

e. What role does TRADOC have to play—not just as Architect of the Future—but as Architect of the Army, helping to shape the institutional base for an Operating Force and Generating Force that will be increasingly seamless?

6. We have many questions before us, but one thing is not a question. You should not be wondering “how can I contribute to this long war?” No matter who you are, no matter where you are, no matter what you do, you have a role. One’s contribution to this fight is not measured by proximity to the enemy. It is measured by being fully engaged and fully dedicated, without bias of process, position or organization.

7. Tonight in places like Kandahar, Mosel, Kabul and Baghdad there is a young American Soldier walking point for his squad, his battalion, for his Army and his Nation. This is a position of great danger and responsibility. His very presence represents opportunity to people who would otherwise have none. It is to him and his future that we dedicate this command, for it is him that we serve. It is my great honor to serve him here and with you. God bless him and his family. God bless each of you for your contributions. God bless America!



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Commanding